

CHAPTER 1

DEFENDING FREEDOM IN AN UNSTABLE WORLD

SEA POWER FOR A NEW ERA

Ours is a demanding era. Our Navy operates in a security environment defined by the unrelenting pace of change. The setting is dynamic and unpredictable. Our challenges range from natural disasters to terrorism; from proliferation of Weapons of Mass Destruction (WMD) to fluctuating oil prices; from the potential spread of endemic diseases to the inexorable spread of radical ideologies. The world has shrunk and even the disenfranchised can now be globally connected. As a result, our enemies can “reach out” and directly influence events worldwide.



We are engaged in a long war against violent extremists, insurgents, pirates, criminals, and other nefarious characters seeking to fracture the peace and destabilize legitimate governments. Threats to U.S. interests, citizens, and friends are complex and unpredictable. They include a thorny mix of potential peer competitors, state sponsors of terrorism and failing states that undermine regional stability. The enemies of freedom operate asymmetrically across national boundaries, often in collusion with state sponsors, targeting their strengths against what they perceive as our weaknesses. Unhindered and unconstrained by moral conscience or social norms, our enemies resort to wreaking physical, economic, and psychological havoc as they pursue their radical ideologies or attempt to bolster their oppressive regimes. The threat is asymmetrical, so the counter to the threat must capture our own asymmetric advantages. Tempo, flexibility and adaptability will enable us to counteract these threats, and do so before our adversaries can execute their plans.

Defeating the enemies of global freedom and security will require the judicious application of the diplomatic, informational, military and economic elements of our national power. The Navy, of course, is a key strategic element of national power. Our strategic objectives are to:

- Secure the United States from direct attack by actively interdicting and defeating, preferably overseas, those who would threaten us, especially those who would do so by catastrophic means.
- Secure strategic access and retain global freedom of action by ensuring key regions, lines of communication and the global commons (international waters, airspace, space, and cyberspace) remain accessible to all.
- Strengthen existing and emerging alliances and partnerships to expand and enhance global maritime security efforts and counter security threats spanning national boundaries and jurisdictions.
- Establish favorable security conditions by countering aggression or coercion targeted at our partners or interests.

Specifically, the U.S. Navy will operate alongside other U.S. and coalition forces as well as Non-Government Organizations and other U.S. Federal and International agencies to enhance U.S., regional, and worldwide Maritime Security by:

- Preserving freedom of the seas.
- Facilitating and defending peaceful commerce.
- Safeguarding the movement of desirable goods and people across our maritime borders, while screening out dangerous people and material.

Defending our freedom is our most fundamental objective. The Navy must execute its roles, missions, and tasks with a sustained sense of urgency. In this dynamic security environment, we must continue to answer our Nation's call with the right combat capability—speed, agility, persistence, and dominance—at the right cost.

We are a fighting, seagoing service. We will defend Americans at home and abroad by ensuring combat forces are ready and available to meet any contingency; from humanitarian assistance and disaster relief to major combat operations. Our readiness will promote peace and security, preserve the freedom of the seas, deter aggression, and win wars. We will keep global sea and air lanes open and free for the peaceful, productive movement of international commerce. At the International Sea Power Symposium in September 2005, the Chiefs of 49 navies discussed a new vision of sea power in the 21st Century. Their vision of sea power portends a future of international partnerships for maritime security and awareness comprised of vessels and capabilities from partner nations around the world—nations with a shared stake in in-





ternational commerce, security and freedom of the seas. We will continue to forge enduring national and international naval relationships by strengthening current partnerships and by steadily deepening cooperation with and among the maritime forces of emerging partner nations.

Our mandate is to effectively allocate resources to provide Combatant Commanders with the most effective naval force. We continue to utilize best-business practices and discipline in our allocation of manpower and financial resources. Through the use of relevant metrics, we have succeeded in more effectively employing the fiscally constrained force structure, capabilities, and readiness of our operating forces. Initiated as the Sea Enterprise “pillar” of the *Sea Power 21* construct, our efforts included the establishment of executive Navy business courses for our senior leaders, increased focus on command accountability for efficient use of resources in mission execution, and the institution of an enterprise framework that has evolved into our Enterprises:

- Air
- Surface Warfare
- Undersea
- Expeditionary Combat
- Netwar/FORCENet

THE OPERATING ENVIRONMENT AND EMERGING STRATEGIC MISSIONS

Failing states and the under-governed areas of the world are breeding grounds for disconnectedness, disfranchisement, and the global threat to peace and stability. Current examples include the Afghanistan-Iranian Border, the Iraq-Syria border, Chad, the Gulf of Guinea, the Horn of Africa, and portions of Southeast Asia and South America. The radical ideologies born in these areas defy the rule of law and spread like a virus through cyberspace and the maritime commons. U.S. Naval Forces are uniquely suited to operating in and around these regions. During the past quarter century, our naval capabilities have been employed in over 76 operations ranging from humanitarian assistance and disaster relief to non-combatant evacuations to full combat operations. All but four of these events took place within the above mentioned areas. This arc of instability is largely littoral and, therefore, subject to naval power and influence.

The maritime domain covers over two-thirds of the earth’s surface. More than 90 percent of the world’s trade travels by water largely via a network of 30 major ports. More than 75 percent of the world’s population and nearly 80 percent of capital cities are located within the littorals. The world’s waterways serve as a con-



duit for commerce, but can also serve the darker purposes of our adversaries. It is up to us and our maritime partners to ensure these waterways are a barrier to and not an instrument of the enemies of freedom.

These adversaries will likely employ a variety of means against us. Among them, terrorism, weapons of mass destruction, major combat operations, and information operations impose the greatest concern. Decentralized, self-reliant, innovative, and networked groups employ terrorism to threaten U.S. interests at home and abroad. The continued proliferation of nuclear weapons and other WMD increases the likelihood of extremist groups obtaining and using catastrophic capabilities.

As previously discussed we committed our Sailors and Marines to a wide variety of missions beyond the scope of traditional combat operations. This trend is expected to increase in the years ahead. The 2006 Quadrennial Defense Review. In the QDR force planning construct, the Secretary of Defense outlined four strategic objective areas, including: homeland defense; war on terror/irregular warfare; conventional campaigns; and global, transnational, and regional deterrence. Embedded within these strategic mission areas are requirements for continuous regional shaping operations. These mission sets are no longer lesser subsets of major combat operations and their proper balance may change depending on the geopolitical climate.

THE NAVAL CHALLENGE

U.S. Naval Forces have historically focused on forward presence, crisis response, deterrence, sea control, and power projection. These missions remain the cornerstone of our future force capability. However, the post 9/11 security environment increased emphasis on the non-traditional missions, civil-military operations, counterinsurgency, counter proliferation, counterterrorism, maritime security operations (including drug interdiction), information operations, air and ballistic missile defense, and security cooperation with an expanding set of partners.

The Navy and Marine Corps' challenge is to remain capable of executing traditional naval missions while simultaneously enhancing our ability to conduct non-traditional missions in order to ensure naval power and influence can be applied at and from the sea, across the littorals, and ashore.

SEAPOW 21

Sea Power 21 remains the vision and the framework for the 21st Century Navy. Sea power, in the 21st Century, demands much more than simply putting ordnance on target. It demands the abil-





ity to aggregate and disaggregate forces quickly; it demands highly sophisticated networks, connectivity and stealth; it demands joint, allied and coalition interoperability; and it demands we build a fleet for the future.

Innovative concepts and technologies will integrate sea, land, air, space, and cyberspace to a greater extent than ever before. In this unified battlespace, the sea will provide a vast maneuver area from which to project direct and decisive power around the globe.

Future sea-based operations will use revolutionary information superiority and dispersed, networked force capabilities to deliver unprecedented offensive power, defensive assurance, and operational independence to Joint Forces Commanders.

The capability pillars of *Sea Power 21*—Sea Strike, Sea Shield, and Sea Basing, integrated by FORCENet—continue to serve as the foundation for the continued transformation of our Navy. Sea Strike enables projection of offensive power from the sea. It employs networked sensors, combat systems, and warriors to amplify the offensive impact of sea-based forces. Sea Shield is global defensive assurance produced by extended homeland defense, sustained access to littorals, and the projection of defensive power deep overland. Sea Base enhances operational independence and support for the joint forces provided by networked, mobile, and secure sovereign platforms operating in the maritime domain. FORCENet will tie all three pillars together empowering their integration and enabling their capabilities. It is the operational construct and architectural framework integrating naval warriors, sensors, combat direction systems, networks, command and control elements, platforms, and weapons into all levels of conflict.

To build these pillars, we have enabled Sea Enterprise, Sea Trial, and Sea Warrior. Sea Enterprise improves the processes by which we acquire and maintain our fleet through our industrial base. Designed to improve organizational alignment, refine requirements, and reinvest savings to buy platforms and systems, it will transform our Navy and deliver increased combat capability. Sea Trial actively tests new technologies, force mixes, platforms, and operational concepts. This initiative streamlines and formalizes the transition of promising capabilities from concept through implementation in the Fleet. Sea Warrior will deliver a more responsive manpower and personnel system to our Sailors. It will ensure our service is manned with the right people, with the right skills, for the right jobs and available at the right time to achieve mission success.

Sea Power 21 enables the force our nation needs by sustaining our current readiness. The concept within *Sea Power 21* ensuring our forces are ready to surge on demand is The Fleet Response Plan.

THE FLEET RESPONSE PLAN

The Fleet Response Plan (FRP), by maintaining the Navy at a high degree of readiness, maximizes the Navy's ability to respond to emergent crises. It is a deliberate process to ensure continuous availability of trained, ready Navy forces capable of short notice surge response forward. FRP provides the capability to deploy carrier strike groups (CSGs), with additional CSGs available within 90 days. FRP is currently structured to provide six ready carriers in less than 30 days with an additional surge in 90 days. This construct is referred to as "6+1". This level of readiness will continue through FY 2008. FRP does not reduce training requirements, operational capabilities or amount of maintenance. Should indications and warning warrant otherwise, Navy can accelerate training and maintenance or otherwise modify schedules to meet emergent Combatant Commander requirements. The FRP concept was validated by the response to the Hurricane Katrina disaster. Twenty-three ships were immediately deployed for relief efforts off the coast of Louisiana.

FRP enables the Navy to enhance its ability to aggregate and disaggregate the force as required by the Combatant Commanders. The ability to surge dramatically shortens response times to any contingency and enables the United States to increase the global presence of its military force as required to support emergent requirements in the Global War on Terrorism or other events like the tsunami of 2005. This supports the nation's requirement for a scalable, immediate, and credible response to any contingency.

By streamlining our maintenance practices, transforming inter-deployment training, and adapting our approach to pre-deployment logistics, manning, and equipment maintenance, we have enabled the FRP and are prepared to deliver decisive, persistent, and credible combat power on demand.

In parallel with this strategy, the Navy Reserve Force is embarked on a fully integrated, active-reserve transformation to a more flexible and integrated unit structure. A vital element of this transformation is focused on providing a rapid surge capability of skilled aviators who have trained with active-duty units. These reserve aviators will reinforce the active units and rapidly boost their capability to generate combat sorties.

The enhanced and expanded readiness availability delivered by the FRP provides the President with unprecedented responsiveness and a ready force anytime, anywhere. Instead of the traditional and predictable, "lock-step," six-month Global Force Management deployments, the new Flexible Deployment Concept allows units to attain and maintain high readiness levels and embark on deployments of variable duration in support of specific national tasking. This includes Homeland Security and Defense, multi-national exercises, security cooperation events, deterrent operations,





and the prosecution of the Global War on Terrorism—often as part of multi-Carrier Strike Group Expeditionary Strike Forces (ESFs). These deployments provide persistent presence and can also occur in less predictable patterns, thereby offering potential adversaries less time to plan against our changing operational timelines. The sustained readiness created via the FRP will enable the Flexible Deployment Concept.

Flexible Deployment Concept implementation will occur under the emerging Joint Presence Policy. The Navy’s implementation of these new presence requirements will be carefully monitored to ensure schedules, Operational Tempo (OPTEMPO), and Personnel Tempo (PERSTEMPO) standards are adhered to, thereby minimizing uncertainties for our Sailors or allies.

Further expanding the scope of the FRP, the Navy is moving forward with plans to bolster its land-based operations. In response to the growing need for a culturally aware Expeditionary Security Force, skilled in advanced-level Visit Boarding Search and Seizure, force protection, civil affairs and foreign languages, we commissioned the Navy Expeditionary Combat Command to help meet some of the asymmetric challenges of the 21st Century. The Navy has also re-introduced a riverine force to close gaps in very shallow-water littoral areas, ensuring access to the world’s international waterways.



THE GLOBAL MARITIME PARTNERSHIP

The Global Maritime Partnership or the “1,000-Ship Navy” is not a thousand gray hulls flying the American flag, but rather a voluntary global maritime network tying together the collective capabilities of free nations to establish and maintain a dramatically increased level of international security in the maritime domain. It is a “fleet-in-being” comprising all freedom-loving nations, standing watch over the seas, aiding each other. Our vision is to extend the peace through an interconnected community of maritime nations working together. The time has come for the Navy to look at Sea Power as a team effort working in a concert with the Coast Guard as well as international maritime partners as a force to save lives, ensure stability, wage peace, and restore hope—a force for good.

BUILDING A 313-SHIP FLEET

To prevail in the maritime domain, we must build the right force. Our force structure determines what capabilities, weapons systems, and platforms the Navy will use to deliver global reach and persistent presence as part of the Joint Force. In February 2006, after a comprehensive ship requirements review aimed at clearly defining the Navy force structure objective for FY 2020 we unveiled a new 30-year shipbuilding plan providing a fleet of approximately 313 ships. The study compared the multi-mission and single-mission ships and their roles and functions in the context of the Joint Force. The mix of ships we arrived at includes the right balance of ship types to ensure expected missions are met but not over-



matched. The 313-ship fleet will be a fully combat force ready to answer our nation's call.

While the quality of our people remains both our priority and a source of justifiable pride, we must provide our Sailors with the best available technology and empower them to make independent, informed, and effective decisions. To support the Navy of the future, we must possess today the discipline and the vision to allocate resources for the Fleet of 2025 even as we preserve the readiness of the Fleet of 2007.

Recapitalization and modernization of our Navy involve an appreciation of future warfighting needs and a willingness to address those needs, both of which are evident in ship and aircraft designs being pursued and developed today for the Navy of the future.

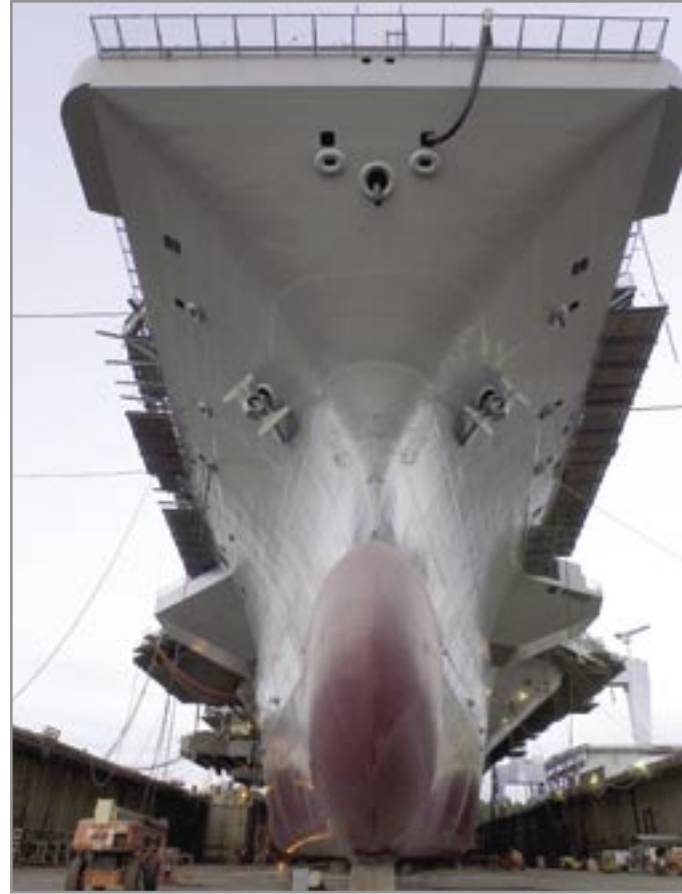
Recapitalization and modernization also involve commitment to fiscal and design efficiency to streamline and improve business practices, allowing us to both afford the future Navy and maintain our current readiness.

LONG-RANGE SHIPBUILDING PLAN

Shipbuilding is a national security issue. The Navy's 30-year shipbuilding plan will ensure we are building the Fleet of tomorrow today. The plan lays the groundwork for acquiring future ships such as the next-generation aircraft carrier (CVN 21), the advanced-capability guided missile cruiser CG(X), the DDG 1000 multi-mission destroyer, the LHA 6 class modified-design amphibious assault ship, the *Virginia* (SSN 774) nuclear-powered attack submarine, the recently launched Littoral Combat Ship (LCS), and the future Maritime Pre-Positioning Force [MPF(F)]. Working closely with our partners in industry we will continue to control costs through best business practices. We remain committed to maintaining a stable shipbuilding plan and to making the plan affordable so we can acquire the fleet of the future while funding the modernization and maintenance of our current ships.

Tomorrow's ships will be faster, more agile and flexible, and more capable than ever before. They are designed to combat tomorrow's threats and provide future Navy leaders with platforms capable of performing the full range of expected future missions. No single ship class will meet the multiple challenges facing the Navy. For example, we need a "family" of surface warfare ships—DDG 1000, CG(X), the mission-tailored LCS, and a modernized existing Aegis Fleet. Beyond Aegis surface ships our fleet modernization plan includes the converted Trident guided-missile/Special Operations submarines (SSGN), a key component of the Sea Strike and Sea Basing capability for *Sea Power 21* and a premier example of leveraging existing assets in support of transformational requirements.

The Navy's 30-year shipbuilding plan will ensure we are able to sustain a major combat operations force capable of meeting the unconventional and asymmetric threats looming in the future.





ASHORE VISION

In addition to our ships and airplanes, our shore infrastructure is a critical element of projecting Sea Power in the 21st Century. This infrastructure includes bases, piers and support facilities, training ranges, schoolhouses, hospitals, and housing. We cannot lose sight of the tail as we concentrate on the tooth. Supporting a “Surge Navy” demands we create a “Surge Infrastructure,” one leveraging advanced technology, sound investment and intelligent sustainment for the Fleet, Sailors, and their families. The Navy’s Ashore Vision (NAV) 2030 is the Navy’s roadmap to transforming the Navy shore infrastructure over the next 25 years. Through the Navy Enterprise Framework, we are taking a hard look at maximizing dollars for readiness and future capabilities while seeking efficiencies and cost savings in our shore infrastructure. Within that context, however, the congressionally mandated Base Realignment and Closure (BRAC) process continues.

The Navy must size and locate its shore infrastructure to ensure it has the **RIGHT BASES**, in the **RIGHT PLACES**, with the **RIGHT CAPABILITIES**, at the **RIGHT COST**. Our bases must be sized, typed, and located to meet the wide range of operational requirements we expect to fulfill. Ashore facility investments and costs must make optimum use of Fleet, Navy, Department of Defense, and other resources. To consolidate support delivery, reduce duplication, and improve operational efficiency while enhancing combat effectiveness, we will make every effort to capitalize on joint-basing opportunities with our sister services.

RIGHT BASES: Installations, institutions, functional support facilities, and services must be available to enable commanders to most effectively and efficiently train, man, and equip operational units.

RIGHT PLACES: Installations and support functions must be relationally and geographically aligned with Fleet operations to enable surge, sustainment, and reconstitution.

RIGHT CAPABILITIES: Cost-effective functional support must actively serve dynamic readiness requirements and sustain quality of life.

RIGHT COST: Resource allocation must be driven by valid output requirements and return on our investments. Core facilities and services must be sustained.

Beyond their operational functions, our shore facilities are home to many of our Navy families. Future planning must also take into consideration family readiness and our Sailors when they are home. Bases will continue to operate in partnership with the surrounding community.

Quality base appearance sends a strong message to our Sailors and the American public. Quality of Service makes our Sailors proud of where they live and work. Quality of Service is a readiness imperative.



AVIATION ROADMAP

The Naval Aviation Enterprise (NAE) will continue to lead its people and judiciously manage its resources, providing the presence and the unequivocal striking power our nation demands. The NAE enables achievement of a more effective and efficient warfighting force. Its process improvement and productivity initiatives exist to improve current readiness, secure the future of Naval Aviation, and transform the way we fight, at sea and ashore. Aviation programs of record provide a broad and balanced arsenal of next generation capabilities aligned with our Navy Strategic Plan and 30-year shipbuilding plan.

Naval aircraft programs are the best in the world and they are operated and maintained by the smartest, most industrious, and dedicated people anywhere. We continue to develop new technologies while managing our costs—striking the delicate balance between today’s readiness and tomorrow’s capability requirements in the joint environment.

Naval Aviation leaders are committed to ensuring our warriors are equipped with the most combat-capable, fixed and rotary-winged, and tilt-rotar aircraft to fight the Global War on Terrorism and meet other emerging threats. In that regard, we are implementing a strategy called NAVAIR AIRSpeed. This strategy addresses the cost of operating and maintaining current aircraft as well as how to enhance productivity to ensure the Navy can afford the aircraft of the future. The dynamics of future network-centric operations will define the operational requirements of intelligence, surveillance and reconnaissance (ISR) data and expand Naval Aviations role. ISR capabilities will be significantly increased by the next generation of multi-mission maritime aircraft (MMA) as well as naval unmanned aerial vehicles (UAVs) with mission-reconfigurable advanced sensors.

Naval Aviation’s *Strategy for Our People* considers the entire enterprise—workforce, military, civilian, and contractor support—to develop the optimal mix of skills at the right cost and ensure success across the full spectrum of naval operations.

In short, the Naval Aviation Enterprise is a warfighting partnership led by the Commander Naval Air Forces (CNAF), and forged with aviation stakeholders to drive readiness by optimizing processes and existing resources, and by managing costs.

DEVELOPING 21ST CENTURY LEADERS

Our success in defense of our nation boils down to our success in developing 21st Century Leaders. Perhaps no where else in our Navy is the pace of change more profoundly felt than in our Manpower, Personnel and Training Enterprise. It is here where the dynamics of globalization, cultural diversity, advancing technologies, generational differences, changes in the labor market, and declining numbers of hard science degrees among America’s youth





combine to make recruiting and retention more challenging than ever. The men and women of the Navy—active, reserve and civilian—are the lifeblood and the heart of the Service. They are ambassadors, educators, health care providers, mentors, and friends to a diverse cross-section of the global community. They must be ready to deal with future challenges ranging from failing states and ungoverned territories to technologically advanced near-peer competitors. We must recruit today the young men and women who will be leading the Navy tomorrow. We will empower them by transforming the manpower, personnel, training, and education organization into one that better competes for their talent and creates the conditions in which they can achieve their full potential. Our Sailors are called to interact with and understand foreign cultures. Our plan will equip them to meet these challenges, to excel as professionals, and to develop as individuals.

We have a strong commitment to execute *Sea Warrior*, ensuring our training, education and career-management systems effectively provide for the growth and development of our people and enhance their contribution to our joint warfighting ability. If this is accomplished, we will attract and retain Sailors who compete to serve and strive to stay.

STRATEGY FOR OUR PEOPLE

The Navy's *Strategy for our People* will provide guidance to assess, train, distribute, and develop our manpower to meet the warfighting requirements of the Navy. At the same time, it will improve the work-life balance and quality of service so our Sailors and civilians will enjoy meaningful job content, recognize the importance of their contributions, and have expanded opportunity for realizing their full professional and personal potential.

The Navy's *Strategy for our People* provides overarching guidance for achieving a capabilities-based and competency-focused total-workforce in synch with joint and Navy mission requirements. Through our commitment to our people we have realized the best manpower and personnel readiness in our history. Capitalizing on those successes, we will produce a more flexible and operationally capable Navy with a workforce that is shaped to meet emerging needs and requirements directly linked to force structure and combat capability while supporting current and Joint warfighting requirement.

We will actively promote increased diversity at every level. Work will be distributed effectively among active, reserve, civilian, and contractor personnel; capitalizing on the strengths of our differences to ensure mission accomplishment.

Our goal is an affordable, experienced, better-educated, continually-ready force—active, reserve, and civilian—devoted to mission accomplishment, with more influence on assignment choices, more career opportunities and a healthier work-life balance. Indeed, the Navy will be recognized as the “employer of choice,” pro-

viding excellent quality of life and of service, all the while remaining selective about who is recruited, promoted, and retained.

SEA WARRIOR

Sea Warrior comprises the Navy's training, education and career management systems enabling growth and development of our people and, in return, enhancing their contributions to our Joint warfighting ability.

The primary Sea Warrior-Sailor interface is Navy Knowledge Online (NKO), an outstanding and evolving web-based resource available today. It will eventually encompass the full development of the Five Vector Model (5VM), and the Job Advertising and Selection Service (JASS) Career Management System (JCMS). Sea Warrior puts the right tools at our Sailor's fingertips to make the right career development choices.

The 5VM is the primary tool of a new Revolution in Training, bringing the Navy closer to its goal of pushing career ownership down to individual Sailors. 5VM provides the tools and resources to ensure a Sailor's career success. The JASS/JCMS is coupled to the 5VM. This program enables Sailors to view available Navy opportunities and apply for career-enhancing jobs. The first increment of Sea Warrior, Spiral 1, is Interactive Detailing. This system gives Sailors greater insight and engagement when identifying and applying for Navy positions of interest to them.

To enable Sea Warrior, the Navy is integrating Manpower, Personnel, Training, and Education (MPT&E) into a single enterprise. This will create a single, integrated business process to deliver optimally-trained and motivated Sailors to the Fleet. This aligned and centrally-managed and resourced organization will realize efficiencies, improve capabilities, and increase agility in personnel management, training, and distribution. Sea Warrior will enable the Navy to create an agile, market-like approach to career management, where Sailors "compete" in a dynamic marketplace, providing the right Sailor, at the right place, with the right skills. The goal is to create a Navy in which our people are optimally assessed, trained, and assigned so they can fully contribute to mission accomplishment.

DIVERSITY

The changing demographics of the American population demand the Navy to take proactive steps to ensure it has access to the full range of the nation's talent. Navy leaders are committed to improving the diversity of the service, especially in leadership and technical positions. Leveraging the strength of the nation's diversity creates an environment of excellence and continuous improvement, in which artificial barriers to achievement are removed and the contributions of all participants are valued.





Our initial goal is to improve the representation of both minorities and women in areas where there are currently shortfalls. We need to drive opportunities for women by improving female enlisted recruitment, development, promotion, and retention in technical skill sets and competencies. Overall, we must increase minority presence in our officer corps.

Although initial efforts are focused on the shortfalls previously described, overall Navy diversity principles are truly an effort to create and maintain an environment where we attract and retain the best talent the nation produces. Because of generational, demographic, and other external factors affecting us in the future, we must succeed in creating the kind of Navy environment in which every Sailor and civilian can contribute their skills to increasing mission readiness, are encouraged to lead, and feel empowered to reach their personal and professional potential. Diversity is about *all* Navy personnel, and it is not about head count—it is about having maximum access to and retaining the talent, skills, and quality to meet our future missions.

Even though we have made much progress in improving diversity, we must continually improve and always strive to be better. Our enlisted force is much more diverse than America in general, and is becoming more educated and technical. Although our officer corps is on par with college graduate diversity levels in the United States, we must still make progress at the senior levels of the military and civilian corps. The Diversity Directorate under the Chief of Naval Personnel is charged with helping to create an environment where promotion, assignment, mentoring, development, and retention maximize career opportunities for each and every Sailor and civilian serving the Navy. All personnel are charged with leading, treating others with dignity and respect, and to mentor those that follow. This will not occur overnight, but we will remain steadfast in our efforts until we succeed.

ACHIEVING THE MISSION...A CLEAR VISION OF PEACE AND CONFIDENCE

The Navy has an unmatched history of success. While we take great pride in our history, we must also learn from it. As Winston Churchill understood, “The further backward you look the further forward you can see.” Readiness is high. Maintenance is being performed faster and more efficiently. Recruiting and retention remain strong. Our people are motivated, well-trained, and battle-tested. In addition to the critical strategic reserve forces we provide the country, there are some 4,000 U.S. Sailors on the ground in Kuwait, Afghanistan, and Iraq, and many thousands more are on board ships at sea: 24/7/365! As we move into the future, our mission is clear. We organize, train, maintain, and equip combat-ready naval forces capable of answering our Nation’s call. We will deter hostility by would-be aggressors. We continue to preserve freedom of the seas and promote peace and security. We will not fail.



However, we cannot meet the challenge of this new era simply by sustaining today's readiness and requirements. Our adversaries will not rest; our friends and allies cannot wait. We must build a force that can apply Sea Power in the 21st Century. We must continue to transform, recapitalize, and modernize our Navy.

We will adapt to the challenging world around us by leading change, pacing the speed of change, and by embracing the innovations and improvements needed to guarantee our future success. It is impossible to foresee or fully comprehend all the challenges that lay ahead, but by building a balanced, resilient, and adaptable, force with the depth of capabilities required to meet the demands of a multi-mission, multi-task environment, we can mitigate against uncertainty.

This 2007 edition of the Navy's annual program guide, *Sea Power for a New Era* provides comprehensive information on how the Navy is making the transformation from vision to strategy and policy to global operations. It is ultimately a guide to meeting the challenge... shaping the future... and achieving a clear vision for peace.



